BUDGET UPDATE:
2018-19 Apportionment Recalc
2019-20 Final Budget and
2020-21 System Budget Request
2018-19 Apportionments

- **Student-Centered Funding Formula**
  - **70% Base Allocation** – (enrollments/FTES)
    - 3 yr avg Credit, Non-credit, CDCP, Special Admit, Incarcerated
  - **20% Equity Allocation** – (low income students)
    - Prior year PELL, AB540, and CA Promise
  - **10% Student Success Allocation** – (outcomes)
    - ADTs, AAs, BAs, Credit Certificates, Transfer Math and English, Transfers, 9+ CTE Units, Regional Living Wage
    - Additional funds for each if PELL, Promise or AB540
SCFF’s Implementation Year Has Been Challenging

- 1. Revenue’s assumed in state budget insufficient
- 2. Apportioned less to districts than expected
- 3. Maintain “minimum revenue” commitment
- 4. “Constrain” year-over-year funding increases
- 5. Districts funded at P-2 on “available revenue”
2018-19 Final Apportionment Recap

- Butte’s 2018-19 Budget* $64.5 million
  - (at P-1 in February, 5.04% deficit or $3.2 million short)
- Funding at P-2 (June ‘19) $63.3 million
- Projected Reduced Funding ($1.23 million)
- “Constrained” funding $63.65 million
- SCFF Total Comp Funding $64.29 million
  - No problem, right?

* Final Budget based on prior year data not decreasing.
Student Centered Funding Formula
Original Three Year Phase-in

- **2018-19:** 70% Base Allocation
  20% Equity Allocation
  10% Success Allocation
- **2019-20:** 65% Base Allocation
  20% Equity Allocation
  15% Success Allocation
- **2020-21:** 60% Base Allocation
  20% Equity Allocation
  20% Success Allocation
Revised Three Year Phase-in

- **2018-19:** 70% Base Allocation
  20% Equity Allocation
  10% Success Allocation

- **2019-20:** 70% Base Allocation
  20% Equity Allocation
  10% Success Allocation

- **2020-21:** 60% Base Allocation
  20% Equity Allocation
  20% Success Allocation
Revised Three Year Phase-in

- **2018-19:** 70% Base Allocation
  20% Equity Allocation
  10% Success Allocation

- **2019-20:** 70% Base Allocation
  20% Equity Allocation
  10% Success Allocation

- **2020-21:** 70% Base Allocation?
  20% Equity Allocation?
  10% Success Allocation?
Changes to SCFF in 2019-20

1. Maintain 70/20/10 percentage distribution
2. Count only highest success outcome *
3. Transfer counts only if 12 units completed *
4. Use three-year average for success metrics *
5. Extend “hold-harmless” provision to 2021-22

* This will reduce the counts of outcomes used in the student success allocation. 2019-20 funding rates will be adjusted to constitute required 10%.
So...How do we Budget for That?

- C.O. will use new data on enrollment and outcomes to determine **preliminary rates**
  - (We won’t know the funding rates for the current fiscal year until February 2020!)
- And they could change again in June!
  - Note: We must be systematic about accurately submitting data through MIS
So...How do we Budget for That?

- 2018-19 Constrained Amount $63.65M
- 2019-20 COLA 3.26% $2.07M
- Deficit factor .995
- 2019-20 Apportionment Budget $65.40M

Correct?
### New Ongoing and One-time 2019-20 Final Budget

<table>
<thead>
<tr>
<th>AREA</th>
<th>ONE-TIME</th>
<th>ONGOING</th>
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<tbody>
<tr>
<td>Fixed Costs</td>
<td>$213,722</td>
<td>$2,771,252</td>
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<tr>
<td>Instruction</td>
<td>$590,758</td>
<td>$62,000</td>
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<tr>
<td>Student Svcs</td>
<td>$455,621</td>
<td>$65,641</td>
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<tr>
<td>PROD</td>
<td>$689,500</td>
<td>$111,511</td>
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<tr>
<td>Administration</td>
<td>$401,000</td>
<td>$75,553</td>
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<tr>
<td>SM/IE</td>
<td>$671,886</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$3,022,487</strong></td>
<td><strong>$3,087,957</strong></td>
</tr>
</tbody>
</table>
What now?

- Submit 2018-19 MIS data (financial aid and outcome awards) by November 30, and correct errors for 2016-17 and **2017-18**
- Submit corrections to MIS data by January 14
Title 5, Section 58146:
“The funding workload measures of the district for the fiscal year shall be estimated by the Board of Governors in such manner as to credit to the district from the State School Fund approximately the total which would have been credited to the district had the emergency not occurred or had the order not been issued.”
What now?

- Butte College will be held harmless to data in 2017-18 through fiscal year 2021-22 (4 years)
- Track and compare to current year data
- Be conservative with ongoing augmentations
- Use hold-harmless funding to help fund ongoing & one-time needs
- Come off hold-harmless?
- Adjust to the new norm?
A New Five-Year Plan?

What do the next five years look like?
2020-21 System Budget Request

- COLA
- SCFF Funding Rates +1%
- Support Pension Rates
- Capital Outlay Program
- Financial Aid Reform
- Professional Development
- Full-time Faculty Funding
- Equal Employ. Opportunity
- Part-time Faculty Support
First guidance since the Camp Wildfire
Loss of 765 FTES in 2018-19 with another 200 projected decline in 2019-20
Stable revenue despite loss of FTES
No budget reductions requested at this time
Look for opportunities to achieve savings through scheduling efficiencies and attrition
Minimize new ongoing costs
Moderate growth projected for CCs
Prop 98 projected increase 4.2%
COLA projected to be 1.79%
  - Low compared to cost pressures
  - LAO: Fund a larger COLA?
Protect against recession with one-time spending
Pay down districts’ pension liabilities
Build reserves to cover shortfalls
## 5 year Projection

<table>
<thead>
<tr>
<th>FTES Target</th>
<th>(9,800 FTES)</th>
<th>(10,000 FTES)</th>
<th>(10,200 FTES)</th>
<th>(10,400 FTES)</th>
<th>(10,600 FTES)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2020-21</td>
<td>2021-22</td>
<td>2022-23</td>
<td>2023-24</td>
<td>2024-25</td>
</tr>
<tr>
<td><strong>NEW REVENUE/OFFSETS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>PRIOR YEAR HARMLESS EXCESS/(DEFICIT) REVENUE</td>
<td>$941,416</td>
<td>$(114,601)</td>
<td>$(396,979)</td>
<td>$(687,118)</td>
<td>$(870,991)</td>
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<tr>
<td>STATUTORY COLA</td>
<td>1,176,585</td>
<td>1,338,152</td>
<td>1,364,915</td>
<td>1,392,213</td>
<td>1,420,058</td>
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<tr>
<td>NEW APPORTIONMENT FUNDING</td>
<td>113,973</td>
<td>1,365,440</td>
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<tr>
<td><strong>TOTAL NEW REVENUE/OFFSETS</strong></td>
<td>$2,118,002</td>
<td>$1,223,552</td>
<td>$967,936</td>
<td>$819,069</td>
<td>$1,914,507</td>
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<td><strong>NEW FIXED COST INCREASES:</strong></td>
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<td></td>
<td></td>
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<tr>
<td>STEP/COLUMN/LONGEVITY</td>
<td>515,478</td>
<td>528,365</td>
<td>541,574</td>
<td>555,113</td>
<td>568,991</td>
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<tr>
<td>Attrition savings</td>
<td>(450,000)</td>
<td>(450,000)</td>
<td>(450,000)</td>
<td>(450,000)</td>
<td>(400,000)</td>
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<tr>
<td>STRS RATE INCREASE</td>
<td>390,260</td>
<td>(62,442)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>PERS RATE INCREASE</td>
<td>486,671</td>
<td>187,368</td>
<td>125,196</td>
<td>125,196</td>
<td>125,196</td>
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<tr>
<td>OTHER FIXED COSTS (Debt, fuel, natural gas, legal)</td>
<td>90,000</td>
<td>90,000</td>
<td>90,000</td>
<td>90,000</td>
<td>90,000</td>
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<tr>
<td>MEDICAL/DENTAL/VISIONS/LIFE PREMIUM INCREASE</td>
<td>275,000</td>
<td>275,000</td>
<td>275,000</td>
<td>275,000</td>
<td>275,000</td>
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<tr>
<td>INCREASE SALARY SCHEDULES BY COLA</td>
<td>925,194</td>
<td>1,052,240</td>
<td>1,073,285</td>
<td>1,094,750</td>
<td>964,399</td>
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<tr>
<td><strong>TOTAL FIXED COST INCREASES</strong></td>
<td>2,232,602</td>
<td>1,620,530</td>
<td>1,655,054</td>
<td>1,690,059</td>
<td>1,623,586</td>
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<tr>
<td><strong>NEW ONGOING AUGMENTATIONS:</strong></td>
<td></td>
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<td></td>
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<tr>
<td>DISTRICT-WIDE</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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<tr>
<td><strong>TOTAL ONGOING AUGMENTATIONS</strong></td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<td>1,623,586</td>
</tr>
<tr>
<td><strong>EXCESS/(DEFICIT) NET ONGOING BUDGET</strong></td>
<td>$(114,601)</td>
<td>$(396,979)</td>
<td>$(687,118)</td>
<td>$(870,991)</td>
<td>$290,922</td>
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</tbody>
</table>
Faculty Obligation Number (FON)

- **Fall 2018:**
  - FON: 156.5
  - FT Faculty: 187.4
  - Over/(Under): +30.9

- **Fall 2019:**
  - FON: 157.5
  - FT Faculty: 191.6
  - Over/(Under): +34.1
Full-time Faculty Priorities

- 1. Construction *
- 2. Advanced Manufacturing *
- 3. Nursing
- 4. Cosmetology
- 5. Nursing
- 6. Cosmetology *
- 7. Music

* Funded with Strong Workforce funds
Governor’s State Budget Proposal

- January Proposal
- May Revision
- Final Budget Act
Public Safety Power Shutoff (PSPS)
Questions?
1. Ed Master Plan
2. Unit Planning Update
3. Enrollment Management

December 19, 2019
Educational Master Plan
Butte Educational Master Plan, 2020-2025

- 6 Year Plan
- 2 year process
- Involving 100s of people
- 6 Strategic Directions
- 70 page report
- Over 1,000 data points (mostly in the appendix)
Multi-year Integrated Planning System (MIPS)

Through MIPS the college establishes and refines its institutional bedrock (mission, values, code of ethics, etc.), establishes Strategic Initiatives, and aligns it’s various planning efforts (Educational Master Plan, Supporting Plans, Program Reviews, and Unit Plans) to implement the Strategic Initiatives. Program Reviews are conducted by academic and Student Services programs on a six year cycle. For administrative units, the annual unit plan serves as the program review. The results of Academic Program Reviews are discussed by the College Council and, as necessary, by the Program Research and Recommendations Committee.

Planning, Budgeting, and Assessment (PBA) Process

1. Review and Refine Process
2. Prioritize Faculty Hiring Requests
3. Begin Unit Planning
4. Submit/Approve Reports of Spring SLO Assessments
5. Submit Unit Plans
6. Refine Strategic Direction, Strategic Direction Priorities, and Goals for Student Achievement
7. Submit/Approve Reports of Fall SLO Assessments
8. Prioritize Augmentation Requests
9. Communicate Prioritization results to Departments
10. Develop Budget
11. Approve Final Budget

The board updates its Budget Criteria annually and reviews students success and achievement during winter and summer retreats.

Part of an integrated and participatory process
Strategic Directions

• Enhance Culture of Completion & Achievement
• Support Student, Faculty and Staff Success
• Data-informed Process / Continuous Improvement
• Maximize Resources to Support Learning
• Modeling Sustainability
• Enhance Culture of Inclusiveness

Strategic Initiatives

The college’s strategic initiatives provide the framework for refining and resourcing the core processes to improve outcomes. These Strategic Initiatives were developed in 2011 and the plans for implementing them are reviewed and refined each year. Additionally, in 2018 the college conducted a three-day Strategic Planning Retreat, that was open to the entire campus community, to refine its plans for implementing the initiatives. Almost 100 faculty, staff, and managers participated in this event.

1. Enhancing a Culture of Completion and Goal Achievement
Butte College provides a high-quality education to students seeking degrees, transfer certificates, and job skills to meet their career and life goals. The college focuses on building coherent experiences for our diverse students from their first contacts with Butte College through onboarding processes to the completion of educational journeys. This is accomplished through the design and implementation of completion-minded pathways and services. The college’s faculty, instructional and support services, and schedules will be organized around student pathways and communities of interest designed to create a culture of inclusion, exploration, and contextualized instruction to build and maintain a robust community of completers.

2. Supporting Student, Faculty, and Staff Success
Butte College recognizes that student success depends on an increasingly diverse population of students, faculty and staff working together to achieve a wide range of goals in a rapidly changing environment. The need to interact with each other to achieve our shared goals coupled with the evolving landscape of effective communication provides the focus for our institutional efforts to support equitable student, faculty and staff success.

3. Using Data-Informed Processes for Continuous Improvement
At Butte College, processes are focused on improving the overall effectiveness and accountability of the college. These processes are data-informed, efficient, and integrated to add value to the campus and community.

4. Maximizing Resources to Support Student Learning
Butte College actively shapes its enrollment, efficiently manages its existing resources, and strategically develops external revenue sources to maximize the funding available to support student learning.

5. Modeling Sustainability
Butte College embraces sustainability by engaging students, faculty, staff and the community in dialogue and fostering sustainable practices and operations.

6. Enhancing a Culture of Inclusiveness
Butte College fosters community by actively promoting an environment that celebrates the uniqueness of each individual. The campus climate and its decision-making processes are characterized by diversity, equity, mutual respect, and inclusiveness.
A sincere thank you to everyone involved.
Unit Planning Update
Unit Plan Guidance

• Approved by B&P Committee

• Contains deadlines for each area

• Provided a narrative on context

• Program Status section returning

• Some new terminology

• Goal for next year: make it a lighter lift
Enrollment Management: a 10,000 ft picture

- What is it?
- Why do we need it?
- Whose doing it?
- What will it mean to you?
What is it?

California Chancellor’s Office definition:

**Def:** “Strategic Enrollment Management (SEM) is a holistic concept and a process that enables the fulfillment of an institution’s mission and it’s students educational goals”
When you try to be everything

“the Holy Roman Empire has become neither Holy, nor Roman nor an empire”

-Voltaire (1756)

Lit Review of Strategic Enrollment Plans:

(paraphrasing) “… most are too broad, not very strategic, don’t focus on enrollment and have no clear plan to guide actions…”
The focus is on student populations

- Programs, initiatives, budgets – all very important, but not the **focus** of enrollment management

- The process and the plan will focus on emerging trends that impact the populations we serve

- Access, success and equity
Why do we need it?

- The future contains more uncertainty
- **Busy working on many initiatives** (AB19, AB705, Guided Pathways, ...)
- **Statewide mandate for change** (Vision for Success)
- New relationship with state Chancellor's Office

“During periods of change history has not been kind to idlers”

-Nation at Risk
If you don’t plan, change happens to you

The Looming Enrollment Crisis
How colleges are responding to shifting demographics and new student needs

High School Graduate Projections to 2027/28

Growth Rate from Base Year 2016/17

Source: http://www.dfl.ca.gov/Forecasting/Demographics/Projections/Public K-12, Graduated, Enrollment/
Whose doing it?

• Stewarded by Enrollment Management Committee

• Process just getting underway

• Leverage the data within the Ed Master Plan

• Inventory current practices

• More verb than noun
Bring people together, merge conversations
What will it mean to you?

Focus on the problems we are trying to solve:

• Enrollment in my program is down, what can I do?

• Retention is declining, what are some options for improving it?

• Too many students are not reaching their goals, what could help them get there?
Enrollment Management Summary

- Focus is on students (access, success and equity)
- Keep it practical and actionable
- Not a weighty tome
That’s all I got.

I look forward to working with you!
Thank you